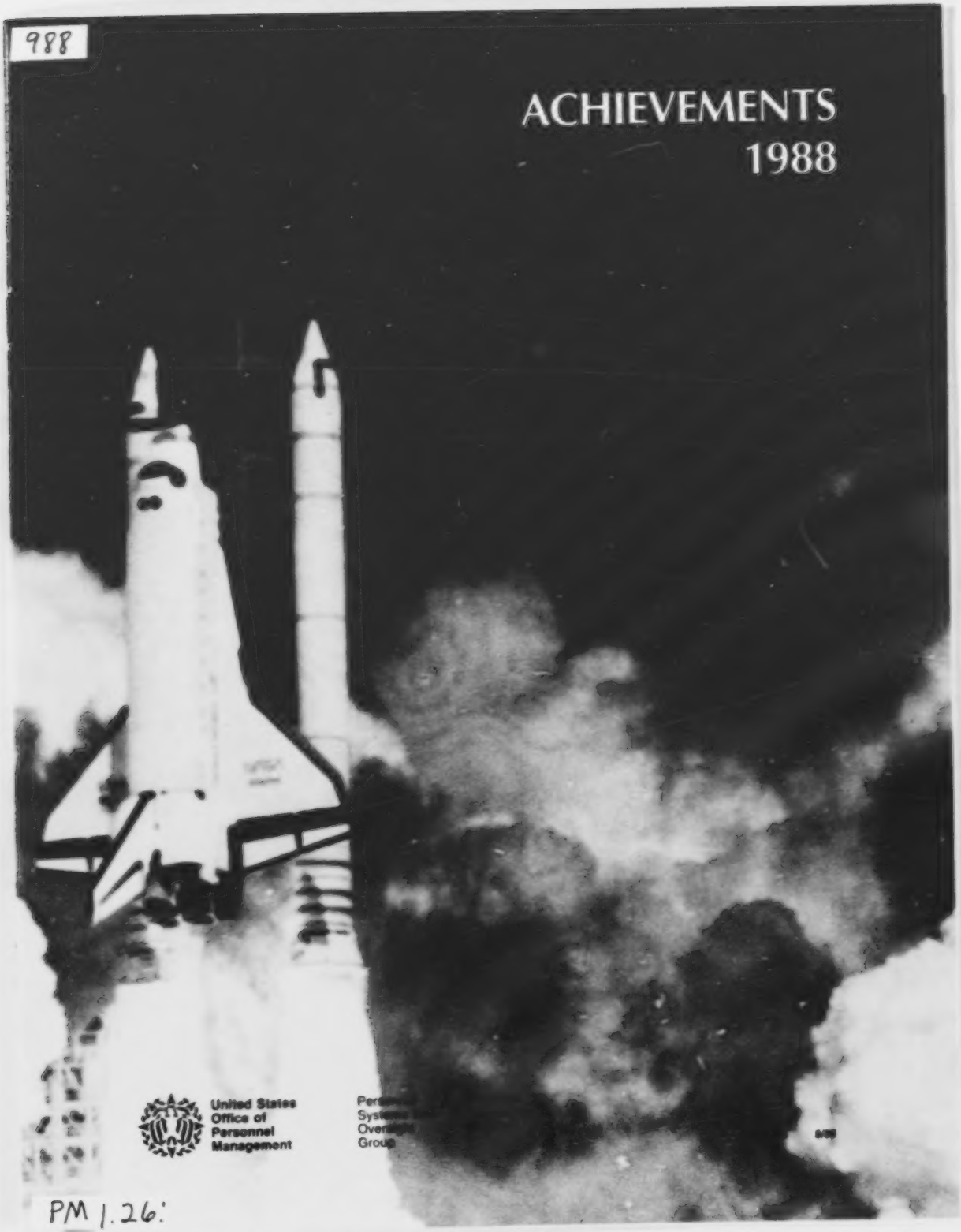
988

ACHIEVEMENTS 1988



United States Office of Personnel Management

Personnel Systems Oversight Group

PM 1.26:

Cover Story

America's manned space program was reborn in 1988. All Americans celebrated the Space Shuttle Discovery's successfull liftoff from Cape Kennedy on September 29th and its pin point landing at Edwards Air Force Base, California four days later.

Today, the shuttle is a safer vehicle and America's manned space program continues its great promise of expanded knowledge and opportunity, thanks to thousands of dedicated workers.

During the past year, there was perhaps no better example of dedication, determination and excellence than that of the Space Shuttle Discovery team. Their work was a source of great pride to the National Aeronautics and Space Administration and to all Americans, and sets an outstanding example for the members of the Federal career service.

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Message to Federal Employees

Public service means an opportunity to make a difference which counts!

I am proud to announce that during Fiscal Year 1988, federal employees' initiative, dedication, and practical suggestions saved $1.2 billion for the United States government, a benefit for all taxpayers. This report spotlights many ideas, inventions, and other employee contributions which far exceed job requirements. Through their initiative, resourcefulness and perseverance, these proud members of the federal community demonstrate to all Americans that working for our country is a sacred trust: an opportunity to build a more efficient and responsive public service.

To federal employees who have contributed to this mammoth accomplishment, America says thanks! By going the extra mile, you are helping build a better and more responsible government which is improving the quality of life for all our citizens. OPM, President Bush, and your friends and neighbors throughout this great country appreciate your commitment and initiative. Keep up the good work!

Our managers and supervisors provide a strong foundation for our federal incentive program. To federal managers and supervisors, I want to add bravo! By encouraging your employees to find ways to improve operations within your individual components and agencies, and recognizing and rewarding them for their initiative, you are building a model work environment for anyone interested in making a meaningful contribution to our country.

Sincerely,

Constance Berry Newman

Director

Employee Recognition Programs

Formal recognition of an employee's contribution to the achievement of organizational goals and objectives is an integral part of the Government's personnel management system. The Federal Incentive Awards Program, established by Congress in 1954, provides Federal managers with a variety of means of recognition to tap the creativity of employees and to motivate them to excel in their chosen fields.

Whether for overall high-level performance, an innovative approach to solving a problem offered through a suggestion or invention, a scientific achievement, superior accomplishment of a particular project or assignment, or an act of heroism, the means are available to reward an employee for his or her efforts. Group productivity also can be encouraged and recognized through group incentive plans which are linked directly to the attainment of organizational goals and objectives.

Flexibility

In establishing the program, Congress provided Federal agencies considerable flexibility in designing and administering incentive systems which best support their missions and objectives. The Office of Personnel Management strongly encourages the direct linkage of awards systems to the achievement of organizational goals and objectives. With the diversity in Federal agencies' missions, the possibilities for special and unique awards systems are virtually limitless.

Types of Recognition

Most Federal organizations use a combination of honor awards, such as medals, plaques, and certificates, with monetary awards, which can range from $25 to $10,000. Beyond the $10,000 amount an agency can approve, the Office of Personnel Management, upon recommendation of the agency head, can approve up to an additional $15,000, for a total award of $25,000. The President also has authority to provide for honorary and monetary recognition to Federal employees. Such Presidential recognition may be granted independent of, or in addition to any agency award granted. The highest total award granted to date to recognize an employee contribution was $35,000. There have been 12 awards of $35,000 granted since 1954.

Contributions Recognized

Employee Creativity

Each year, the Government receives over 100,000 employee suggestions on how to improve operations and services to the public. Historically, for every four suggestions received, one is adopted and rewarded. To gain maximum benefits for the Government from adopted employee ideas and other contributions, an interagency network exists for the exchange of cost-saving contributions.

First year benefits realized from these adopted employee ideas generally are in excess of $300 million. Many of these cost-saving ideas continue to benefit the Government for several years following implementation. While the measurable savings are impressive, the majority of adopted ideas provide benefits that cannot be measured in dollars—such as improved services to the public, advancements in science and medical technology, and improved weaponry and national security.

Employee creativity also is evidenced through inventions, which may or may not directly benefit the Government, but which benefit the public significantly. During fiscal year 1988, 4,372 awards were granted to employees for disclosing their inventions to the Government, and an additional 8,635 awards were granted for patented inventions.

Superior Performers

The awards program provides a means for managers to reward performance through the granting of monetary recognition. The performance appraisal process provides the mechanism to make distinctions and to recommend awards accordingly. Timely recognition, following closely the appraisal of performance, encourages employees to continue to demonstrate excellence. Peer participation in the recognition process, through appropriate publicity and ceremony, also encourages other employees to strive to achieve equally high levels of performance.

While not technically part of the awards program, another form of monetary recognition available to recognize individual outstanding performance by a general schedule employee is the quality step increase. Unlike other forms of recognition, the quality increase takes the form of an additional step increase and becomes part of the employee's base pay.

Special Acts or Services

In addition to recognizing overall high level performance, the special act or service award may be granted for any non-recurring contribution, such as work on a special assignment or project, a scientific achievement, or an act of heroism.

Unlike awards which single out an individual for overall superior performance of duties, these awards may be granted to either an individual employee or a group of employees. Like employee suggestions, the basis for granting these awards is benefits to the Government, either tangible or intangible.

Awards Support Organizational Goals and Objectives

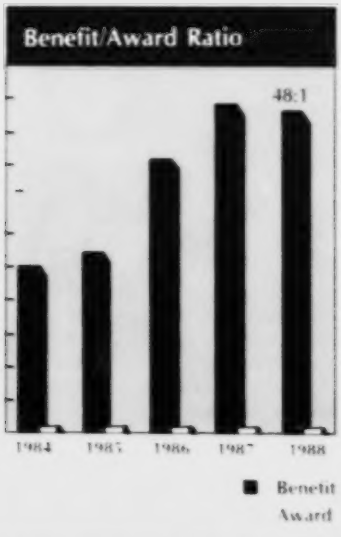
Congress intended that agency awards programs be an integral part of the management process, and, therefore, provided considerable flexibility to agencies to permit the direct linkage of incentives to the achievement of organizational goals and objectives. While awards inherently support the achievement of organizational goals and objectives, a number of agencies have established special and unique awards systems to further build on the basic forms of recognition available to reward all Federal employees. Examples of special awards systems include incentives for:

- Individual and group productivity.
- Employee efforts to refer qualified candidates for hard-to-fill positions, such as nurses, engineers, and scientists.
- Acquisition and retention of foreign language skills.
- Elimination of waste in the acquisition of parts for ships, weapons systems, and machinery.
- Safety, and
- Physical Fitness.

In addition to awards targeted to support specific objectives or overcome problems, a number of agencies use competitive-based awards to encourage further excellence in the performance of duties. These awards systems include ***Employee of the Month, Quarter or Year, Supervisor of the Month, Investigator of the Year, Writer of the Year***, etc.

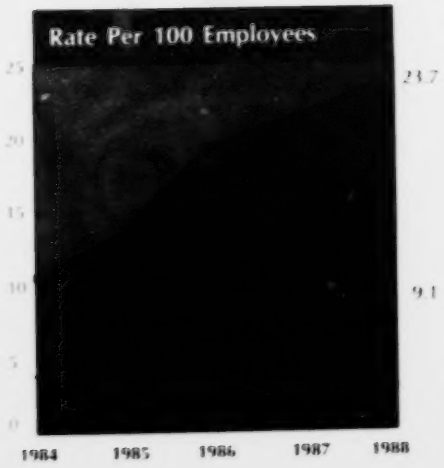
Program Highlights

Suggestions

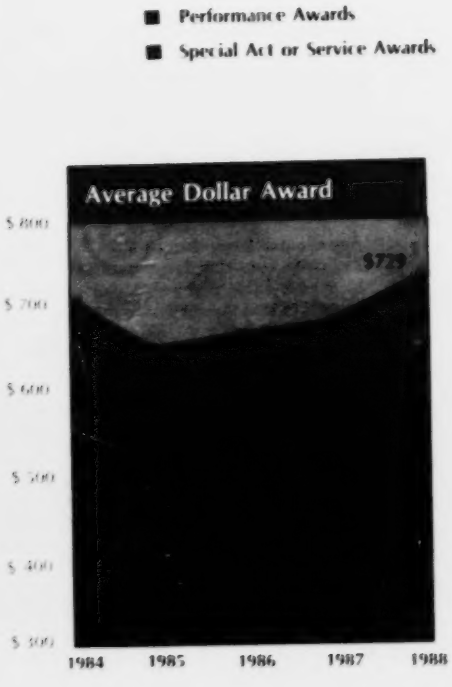


Employee contributions beyond job requirements resulted in benefits to the Government in excess of $1.2 billion during Fiscal Year 1988. These benefits were realized through employee suggestions, inventions, special acts or services, or overall high-level performance. In addition to tangible benefits or savings realized through employee efforts, the majority of contributions produce benefits which cannot be measured in terms of dollars. In fact, many of these contributions having intangible benefits are those likely to have the greatest impact on the public—improvements in health through numerous contributions in the field of medicine, in the quality and quantity of food production, in our national defense and security, in the quality of education, in the preservation of the quality of our environment, in product safety and the safety of our highways and airways, and in services to our veterans and their families.

Performance Recognition



- More than 763,000 employees received recognition through monetary or honorary awards for performance related contributions.
- Overall, one in every three employees received recognition for either a suggestion, invention, special act or service, or sustained high-level performance.



Employee Achievements

Each year, the heads of departments and agencies forward recommendations to the Office of Personnel Management (OPM) for awards in excess of $10,000 to recognize an employee or group of employees for highly exceptional contributions. During Fiscal Year 1988, OPM approved 20 such awards. Of these, the President granted three awards over and above the $25,000 which OPM could approve.

Following are brief descriptions of the contributions earning awards in excess of $10,000 during the fiscal year.

Robert Driver

Safety Labeling of Ammunition Improved

For many years, government agencies and international organizations had been trying to decide what type of safety labeling of ammunition shipments should be affixed to each package, pallet, or shipping container. U.S. Department of Transportation regulations required one type of label on containers shipped within the Continental United States, while Inter-Governmental Maritime Consultative Organization regulations required a different type of label for explosives shipped overseas. The United Kingdom informed the United States that explosives not properly labeled with Maritime Organization labels could not be unloaded in the U.K. The Military Traffic Management Command assumed that two different labels were necessary, however. **Frederick R. Fetzer,** a former employee of the Military Traffic Management Command in Alexandria, Virginia, recommended that the manufacturer/shipper use one shipping label for explosives. The new procedure resulted in a cost avoidance of $16,000,000.

Purchase of Aircraft Engine Turbine Vanes Consolidated

Robert W. Driver, a contracting officer at Tinker AFB, Oklahoma, analyzed the procurement of classed turbine vanes which are used to direct the airflow into the turbine section of the aircraft engine. His suggestion to consolidate a range of classes for the acquisition of turbine vanes, rather than to manufacture one specific class, resulted in first-year tangible benefits to the Government of $10,084,389, and in an award for Mr. Driver of $25,000.

Universal Submarine Separator Designed

Jack C. Bohler and **John P. Meade** of the Department of the Navy in Norfolk, Virginia, realized that moored submarines were likely to sustain hull/plane damage because of collisions with one another or submarine tenders. They suggested a new design for a universal submarine separator which has proven effective in preventing hull damage. Through their efforts, first-year tangible benefits to the Government were in excess of $5.2 million.

Infrared Navigation Light Testing Equipment Developed

John B. Ledoux, an employee with the Vermont National Guard invested $8.70 in parts he purchased from a local electronics store to design and develop a device to detect infrared light equipment aboard helicopters, instead of using expensive and sensitive vision goggles previously used for such tests. In return, first-year benefits to the Government were nearly $6.3 million, and he received a $35,000 award and a Presidential letter of commendation.

Improved Aircraft Safety

Through the creativity and perseverance of **Paul J. Hunter,** an employee of the Ohio National Guard, a major safety improvement was made in the life support system of the KC-135 aircraft. The system had consisted of liquid oxygen which, by its own nature, is unstable and presented a high safety risk to all personnel who worked with it. Mr. Hunter suggested the elimination of this system, and, in addition to improving aircraft safety, achieved first-year tangible benefits of approximately $4.5 million. His contribution earned Mr. Hunter an award of $35,000 and a Presidential letter of commendation.

Sharon Edwards and Alfredo Garcia

Rickey D. Tison

Vane Repair for F-100 Aircraft Inlets Improved

Realizing that there were no procedures for repairing the wear of compressor inlet variable vanes in F-100 aircraft, **Sharon K. Edwards** and **Alfredo C. Garcia,** Aircraft Engine Mechanic Work Leaders at Kelly AFB, Texas, suggested the removal and replacement of the outboard shaft to alleviate wear. First-year tangible benefits resulting from their contribution were $1,496,436.

Mortgage Insurance Processing Costs Reduced

Daniel E. Parker and **Wilson O. Best,** of the Department of Housing and Urban Development in Houston, Texas and Grand Rapids, Michigan, respectively, suggested that HUD require that lenders prepare uniform case binders and specify the order of documents for submission to HUD for the processing of single-family mortgage insurance. The tangible savings resulting from the suggestion were $3,628,625.

Intensifier Tube Inspections Improved

Aircraft technical manuals were very strict concerning inspection criteria for AN/ASQ-151 Intensifier Tubes. Previously, such tubes with any ion spots or burn blemishes could not be used and were, therefore, replaced. **Robert L. Miller** and **Doyle E. Morris,** Electronics Mechanics at Robins AFB, Georgia, suggested that intensifier tubes, which have ion spots, be assembled into a tube assembly and checked for possible reuse. Under certain conditions these tubes could be used again. As a result of their suggestion, first-year tangible savings of $2,184,179 were realized.

TF30 Aircraft Engine Repair Improved

Afterburner spray manifolds used on TF30 aircraft engines experience wear in the mounting pad holes. At a certain point, the wear must be repaired or the manifold is condemned. **Ricky D. Tison,** an Industrial Engineering Technician at Tinker AFB, Texas, developed a machining fixture to hold the parts during reaming and machining which resulted in savings to the Government of $5,587,673.

New Dormitory Space Construction Produces Savings

James W. Gilbreth, an architect at Blytheville AFB, Arkansas, challenged a headquarter's decision to upgrade an existing dormitory in lieu of new construction. Economic analysis clearly showed that the most economical approach was construction of a new dormitory which would free the old dormitory for conversion to administrative space. This suggestion resulted in tangible savings of $1,850,600.

Design and Construction Fees Lowered

For over 33 years, U.S. Forces in Germany and the Europe Division of the Corps of Engineers had conducted their design and construction activities in accordance with an agreement between West Germany and the United States. Where design and/or construction work was accomplished by the German Government on behalf of the U.S., there was a schedule of fee payments by the U.S. to Germany for their efforts. Because the fee schedule was complex, a new agreement was negotiated. **Jerry K. Wayne,** of the Department of the Army, suggested an instant changeover of contracts which resulted in savings of $3,224,700.

Stanley C. Davis

Thomas F. Werner

Ultrasonic Cleaner for Aircraft and Aircraft Equipment Hydraulic System Filter

After a sole source contractor discontinued production of equipment capable of cleaning aircraft and aircraft equipment hydraulic system filters, **Stanley Davis** and **Otis Perkins** of Kelly AFB, Texas, submitted a value engineering idea which enabled the cleaning to be done with less complex equipment by the Air Force. As a result of their contribution, first-year tangible savings were realized amounting to $1,464,250.

Enhancing Mission Capability of Target Drones

Previously, the J-85 engine had been doing an exceptionally good job in the BQM34A drone. This drone had an approximate 15 mission capability. **Thomas F. Werner** of Kelly AFB, Texas, suggested the modification and use of J-85-17 engines in the BQM34A drone that were being turned in for reclamation. First-year tangible savings were $3,775,365.

Radar Control Consoles Upgraded

LeRoy McCurdy of McClellan AFB, California, suggested the upgrading of AN/FPS-79 and GPS-10 radar system control consoles, rather than replacing the consoles because the display units were no longer available. His contribution resulted in first-year tangible savings of $1,706,050.

New Repair Procedure for M174 Gun Mount

Barton R. Patterson, Steven W. Hetrick, Neal O. Hospelhorn, Rickie N. Boyd, John I. Anspach, Leon W. Barnhart, Lauren Myers, Jr. and **Leslie E. Sweger** of the U.S. Army Materiel Command, Letterkenny Army Depot, Chambersburg, Pennsylvania, produced a Value Engineering Study which resulted in a method of effectively repairing the M174 Gun Mount recoil in lieu of obtaining new ones. The new procedure resulted in first year tangible savings of $2,919,321.

Competitive Pricing For Spare Parts

Bruce Mauritzson, Brian Schmidt, Douglas Carlstrom, and **John Seeck** of the U.S. Army Armament Munitions and Chemical Command, Rock Island, Illinois, developed the concept of competitively established "catalog prices" for 9mm pistol spare parts during the competitive phase of source selection. This improved method for procuring 9mm spare parts resulted in estimated first-year savings of $2,362,580.

Ernest Wood and Donald Bond

Error in Contract Corrected

Ernest Wood and **Donald Bonds** of Tinker AFB, Oklahoma, conducted a review of a Government contract and identified an error in conversion factors used for pricing TF33 aircraft engine components. Their suggestion resulted in savings to the Government of over $1.89 million.

FERS Task Force

Seventeen employees of the Office of Personnel Management were granted a Special Act or Service Award for implementing the Federal Employee Retirement System (FERS). Among their accomplishments were the development of the regulatory framework for implementing an entirely new retirement system, the production and distribution of an introductory video and FERS Plan Pamphlet, and a series of issuances developed for directors of personnel, payroll officers and retirement officers.

John R. Belgum and Ronald J. Key

Negotiations Lead to Recovery of Contract Expenses and Costs

John R. Belgum and **Ronald J. Kay** of the Naval Plant Representative Office, Burbank, California, realizing that Out-of-Production costs related to the L-1011 aircraft program would be significant and add unreasonable costs to Government contracts negotiated with a Government contractor. They convinced the company that the magnitude of change in Out-of-Production costs required that such costs be identified and charged to the non-Government programs for which they were incurred. Their successful achievement in contract management and negotiation resulted in first-year tangible benefits of $2,819,170.

Management of National Forest Service Enhanced

A 31-member task force in the Department of Agriculture's U.S. Forest Service received a Special Act or Service Award recognizing their efforts in the development of the Timber Sale Program Information Reporting System (TSPIRS). The TSPIRS improved accountability in the national timber sale program and enhanced management of the National Forest Service.

President's Award for Distinguished Federal Civilian Service

Established in 1957, the President's Award is the highest honor award that the Federal Government can bestow upon a career employee in recognition of exceptional achievements that are of unusual benefit to the Government. The award consists of an engraved medal and a citation signed by the President.

OPM Director Constance Horner shown presenting the President's Award for Distinguished Federal Civilian Service to Francis X. Cavanaugh.

During the year, Francis X. Cavanaugh, the first Executive Director of the Federal Retirement Thrift Investment Board, received the President's Award for Distinguished Federal Civilian Service. Mr. Cavanaugh successfully established and administered the multi-billion dollar Thrift Savings Plan for Federal employees. He also spent 34 years with the Treasury Department, where he made major contributions to the funding and management of the national debt. He is credited with cost saving initiatives such as the establishment of the Federal Financing Bank, which consolidated the borrowing activities of many Federal agencies and resulted in savings of more than $500 million.

Mr. Nestor Sanchez also was granted the President's Award for Distinguished Federal Civilian Service. A brilliant and inspired leader, he rendered over 36 years of exceptional service to the Nation in positions of responsibility with the Central Intelligence Agency and the Department of Defense in virtually every area of the globe. He utilized his intelligence, sensitivity and indepth knowledge in the solution of critical economic and defense problems, thus contributing significantly to the strength and preservation of the Nation.

Appendix

Sestor D. Sanchez receiving his award from Assistant Secretary of Defense for International Security Affairs, Richard L. Armitage.

Summary of FY 1988 Statistical Results

Figures in color reflect FY 1987 results

Suggestions *

Ideas submitted by employees and adopted by management.

Measurable Benefits	$330,908,790 $374,488,102	Average Benefits	$11,083 $12,428
Amount Paid in Awards	$6,874,579 $7,104,749	Average Award	$292 $286
Number Submitted	109,661 118,124	Participation Rate Per 100 Employees	5.5 6.0
Number Adopted	29,979 30,132	Adoption Rate of those processed	27.2 26.8
Benefit:Award Ratio		48:1 52:1	

Inventions

Recognition granted upon employee disclosure of an invention and upon issuance of a patent.

Disclosure Awards	4,472 667	Patent Awards	8,635 804
Amount Paid for Disclosures	$203,714 $97,728	Amount Paid for Patents	$140,084 $261,570

Honorary and Non-monetary Awards

Recognition in the form of plaques, medals, or other items that can be worn or displayed. An honor award may include a cash honorarium.

Measurable Benefits	$105,603,956 $42,481,043	Number of Honor Awards	23,686 20,573
Amount Paid in Honoraria	$1,839,562 $1,261,192	Number of Non-Monetary Awards	69,618 70,997

Performance Awards

Recognition for overall high level performance as evidenced by the performance rating of record.

Measurable Benefits	$7,469,205	Number Granted	475,122
	$12,195,390		427,014
Amount Paid in Awards	$346,399,427	Rate Per 100 Employees	23.7
	$295,391,981		21.5
Average Award	$729		
	$693		

Special Act or Service Awards

Recognition of a significant act, service, or achievement that is in the public interest and connected with official employment.

Measurable Benefits	$798,993,870	Number Granted	182,030
	$1,546,148,013		142,778
Amount Paid in Awards	$86,101,977	Rate Per 100 Employees	9.1
	$67,974,951		7.2
Average Award	$473		
	$476		

Quality Step Increases

Recognition in the form of an additional step increase for overall outstanding performance.

Estimated First-Year Costs	$15,381,398	Rate Per 100 Employees	2.7
	$17,737,213		3.9
Number Granted	40,619		
	45,918		

Suggestions

Awards are granted for employee ideas submitted in writing and adopted by management. Figures below include all employee suggestions that were processed through the suggestion system during the fiscal year.

Department or Agency by Population	Number of Suggestions Received	Receipt Rate Per 100 Employees	Number Adopted	Total Number Processed	Percent Adopted of Those Processed	Amount Paid in Cash Awards	Number of Cash Awards	Average Cash Award	First-Year Measurable Benefits	Benefit/ Award Ratio
Over 100,000										
Army	34,239	10.4	9,398	29,679	29.5	$2,249,452	7,350	$306	$46,570,918	21:1
Navy	15,142	4.4	4,754	16,220	29.9	1,349,663	3,770	358	24,560,511	18:1
Air Force	20,542	6.9	6,198	22,394	27.8	1,556,671	4,594	339	211,018,768	136:1
Veterans Affairs	4,595	3.7	2,248	6,774	32.5	291,907	1,670	167	8,016,966	31:1
Treasury	4,554	2.7	1,384	3,792	35.0	255,347	1,000	255	3,384,303	13:1
Health & Human Ser.	4,324	1.3	1,477	4,277	31.2	113,566	409	278	667,433	6:1
50,001 to 100,000										
Agriculture	1,305	2.1	387	992	32.9	60,296	325	253	692,954	8:1
Interior	932	1.7	324	872	41.5	56,430	323	175	1,331,767	24:1
Justice	1,189	3.2	714	1,748	46.5	75,496	616	123	36,203	0:1
Transportation	549	1.1	384	977	41.1	66,326	149	445	1,696,188	26:1
National Guard Bureau	578	1.1	199	422	32.5	122,363	171	714	8,780,339	72:1
Defense Logistics	1,774	11.3	1,145	3,599	35.4	277,148	1,647	168	4,117,757	15:1
25,001 to 50,000										
Commerce	427	1.1	98	373	29.7	10,366	80	144	100,258	8:1
State	72	0.4	9	47	44.5	3,250	6	542	100,000	31:1
NASA	449	4.0	174	422	29.1	77,254	301	256	1,568,977	20:1
General Services Admin.	409	2.1	158	627	21.1	48,196	177	272	725,925	15:1
10,001 to 25,000										
Labor	352	2.1	128	764	22.5	31,825	235	135	124,306	4:1
EPA	194	1.7	71	725	44.9	11,850	14	846	10,000	1:1
Energy	94	0.7	129	704	44.9	64,015	224	286	9,289,464	145:1
Housing & Urban Dev.	49	0.5	17	548	6.1	60,223	112	564	3,760,000	59:1
5,001 to 10,000										
U.S. Information Agency	22	0.3	1	21	4.8	2,161	1	2,161	53,592	25:1
Defense Mapping Agency	179	4.1	69	795	32.2	35,364	146	240	436,567	12:1
Panama Canal	38	1.3	21	91	32.0	4,325	20	216	20,940	5:1
FDIC	15	0.5	1	16	5.3	820	2	410	5,900	7:1
SPA	19	0.5	3	27	14.3	3,200	2	1,600	70,000	22:1
Defense Cont. Audit Ag.	80	1.4	12	61	14.6	3,350	11	305	2,000	1:1
Government Printing	127	2.5	47	170	35.2	13,772	47	293	79,070	6:1
1,501 to 5,000										
Library of Congress	9	0.2	3	11	27.8	2,150	3	717	0	0:1
OSD & Sec. of Defense	22	0.5	3	37	5.4	350	2	175	0	0:1
Small Business Admin.	49	10.4	15	91	15.1	14,627	67	218	41,729	3:1
Education	13	0.4	2	3	10.5	250	1	250	0	0:1
Defense Invest. Serv.	42	1.0	11	67	16.4	665	5	133	0	0:1
Smithsonian Institution	1	0.0	0	1	0.0	0	0	0	0	0:1
Agency Int. Dv.	4	0.1	1	2	0.0	0	0	0	0	0:1
National Archives	20	1.9	8	6	44.4	1,605	8	201	36,490	23:1
Nuclear Reg. Comm.	29	2.8	2	29	6.5	125	2	63	0	0:1
EEOC	12	1.4	2	14	13.3	0	0	0	0	0:1
Nat. Labor Relations Bd.	27	1.6	4	27	22.2	350	6	158	0	0:1
Defense Communications	26	1.2	3	44	6.9	431	1	431	4,306	10:1
GAO	22	1.1	2	24	9.3	1,284	2	642	12,840	10:1
FCC	6	0.8	3	9	33.3	0	0	0	3,500	0:1
Railroad Retirement Bd.	126	4.5	60	236	25.7	2,502	21	119	10,344	4:1
Total Agencies Under 1,500	58	0.5	25	82	31.7	13,746	21	633	3588475	270:1
Government-wide	**106,661**	**5.5**	**29,579**	**110,279**	**27.2**	**$8,874,579**	**23,505**	**$292**	**$330,908,790**	**48:1**

Performance Awards

Monetary awards granted to general schedule, prevailing rate employees, and to employees covered under the Performance Management and Recognition System (GM), in recognition of overall high-level performance as evidenced by the most recent performance appraisal.

FY 1988 Department or Agency by Population	Total Number Performance Awards	Rate Per 100 Employees	Total Amount Paid in Awards	Average Award	Total Awards GS/FWS	Rate Per 100 GS/FWS	Average GS/FWS Award	Total Awards GM	Rate Per 100 GM Employees	Average GM Award
Over 100,000										
Army	64,953	19.6	$63,993,349	$985	55,226	17.5	$989	9,727	61.1	$963
Navy	69,687	22.7	47,816,619	686	59,721	21.0	564	9,966	45.4	1,421
Air Force	72,892	34.0	35,113,765	482	67,325	32.9	428	5,567	56.5	1,131
Veterans Affairs	42,110	23.7	19,143,763	455	38,972	22.5	400	3,138	65.8	1,139
Treasury	34,776	20.5	22,944,149	660	30,090	18.8	544	4,686	48.2	1,403
Health & Human Services	45,027	39.4	32,579,611	724	38,724	36.7	668	6,303	72.3	1,067
50,001 to 100,000										
Agriculture	12,328	13.1	10,730,577	870	6,374	7.6	624	5,954	61.0	1,134
Interior	11,381	13.8	9,199,699	808	7,769	10.0	707	3,612	75.9	1,027
Justice	10,315	14.4	8,086,487	784	5,134	7.9	714	5,181	85.6	853
Transportation	25,570	40.7	18,822,916	736	20,225	37.9	604	5,345	56.6	1,235
National Guard Bureau	7,525	14.6	8,925,599	1,186	6,700	13.3	1,234	826	70.2	798
Defense Logistics Agency	7,503	14.6	4,693,883	626	5,639	11.5	559	1,864	84.8	826
20,001 to 50,000										
Commerce	8,596	33.3	9,101,747	1,059	5,504	24.9	762	3,092	83.3	1,587
State	2,701	11.1	1,401,059	519	2,201	9.4	387	500	66.0	1,101
NASA	5,033	23.6	3,987,104	792	2,341	12.9	513	2,692	83.9	1,03
General Services Admin	11,867	59.0	8,193,489	690	10,602	57.8	647	1,265	72.0	1,057
10,001 to 20,000										
Labor	3,564	19.4	8,303,483	2,330	1,752	11.2	1,002	1,812	66.6	3,614
EPA	6,449	41.4	5,067,733	786	4,814	36.7	681	1,635	65.9	1,094
Energy	4,549	30.5	5,613,738	1,234	2,845	23.5	1,226	1,704	60.7	1,247
Housing & Urban Develop	2,888	23.8	2,336,497	809	1,676	16.0	757	1,212	73.5	882
5,001 to 10,000										
U.S. Information Agency	2,562	29.0	1,771,019	691	2,140	26.1	622	422	66.6	1,041
Defense Mapping Agency	1,556	17.9	1,026,180	659	1,133	14.6	361	423	43.9	1,460
Panama Canal	680	7.9	438,655	645	680	7.9	645		Not Covered	
FDIC	258	3.1	243,976	946	258	3.1	946		Not Covered	
GPO	1,064	15.8	770,323	724	661	10.6	641	403	81.4	859
Defense Contract Audit Ag	1,001	17.2	1,407,654	1,406	641	13.9	881	360	30.3	2,342
Government Printing Office	464	9.0	483,839	1,043	464	9.0	1,043		Not Covered	
1,501 to 5,000										
Library of Congress	110	2.2	66,994	606	110	2.2	606		Not Covered	
Off. of Sec. of Defense	1,937	41.0	1,880,416	971	1,018	28.6	728	919	78.9	1,240
Small Business Admin	1,051	23.1	865,777	824	632	16.5	579	419	57.3	1,193
Education	1,555	35.2	1,456,708	937	722	21.5	593	833	78.4	1,234
Defense Invest. Service	1,411	34.1	1,020,249	723	1,356	35.1	651	55	19.6	2,508
Smithsonian Institution	425	10.4	399,845	941	207	5.5	872	218	69.0	1,006
Agency for Intern'l Devel	724	20.6	507,901	702	563	17.1	577	161	70.0	1,138
National Archives	1,138	33.0	537,877	473	968	30.6	390	170	59.0	945
Nuclear Regulatory Comm	85	2.6	162,048	1,906	85	2.6	1,906		Not Covered	
EEOC	956	30.9	402,780	421	703	26.5	236	253	57.6	937
Nat. Labor Relations Bd	607	26.1	602,503	993	315	16.0	895	292	81.3	1,098
Defense Commun. Agency	930	41.4	701,248	754	590	32.3	616	340	81.1	994
SEC	862	41.2	610,913	709	505	31.5	458	357	73.0	1,063
FDIC	517	28.2	262,142	507	338	21.6	279	179	67.3	938
Railroad Retirement Bd	723	43.3	277,761	384	614	40.4	274	109	72.7	1,003
Total Agencies Under 1,500	4,791	24.9	4,447,652	928	3,287	20.3	789	1,561	54.4	1,248
Government-wide	**475,122**	**23.7**	**$346,399,427**	**$729**	**391,624**	**21.0**	**$628**	**83,555**	**61.5**	**$1,204**

Special Act or Service Awards

A lump-sum award granted to an individual or a group of employees in recognition of a significant act, service, or achievement that is in the public interest and connected with official employment.

Department or Agency by Population	Number of Individual Awards	Rate per 100 Emp	Amount Paid in Award	Average Award	Number of Group Awards	Amount Paid in Group Awards	Average Group Award
Over 100,000							
Army	23,361	7.1	$15,797,832	$676	1,445	$2,274,679	$1,574
Navy	17,454	5.7	7,280,700	417	2,060	5,595,997	2,717
Air Force	5,881	2.7	905,211	154	187	36,958	198
Veterans Affairs	15,141	8.5	3,776,658	249	1,491	1,559,735	1,046
Treasury	43,753	25.8	9,694,430	222	1,062	2,229,893	2,100
Health & Human Services	7,742	6.8	3,177,777	410	414	565,293	1,365
50,001 to 100,000							
Agriculture	18,689	19.9	7,290,424	390	219	485,340	2,216
Interior	4,954	6.0	2,338,445	472	402	738,021	1,836
Justice	5,420	7.6	2,725,646	503	79	167,250	2,117
Transportation	2,912	4.6	1,551,357	533	432	489,595	1,133
National Guard Bureau	171	0.3	103,076	603	1	3,550	3,550
Defense Logistics Agency	4,090	8.0	711,147	174	271	313,852	1,158
20,001 to 50,000							
Commerce	3,860	15.0	1,058,494	274	74	145,655	1,968
State	285	1.2	115,874	407	133	251,627	1,892
NASA	2,437	11.4	1,116,815	458	196	605,168	3,088
General Services Admin	2,332	11.6	845,777	363	133	446,351	3,356
10,001 to 20,000							
Labor	2,256	12.3	2,834,985	1257	110	286,603	2,605
Environmental Protection Agency	1,664	10.7	1,086,050	653	72	101,548	1,410
Energy	1,364	9.1	614,170	450	90	278,546	3,095
Housing & Urban Development	365	3.0	224,497	615	163	108,811	668
5,001 to 10,000							
U.S. Information Agency	208	2.4	108,925	524	66	65,504	992
Defense Mapping Agency	237	2.7	114,779	484	10	22,199	2,220
Panama Canal	415	4.8	98,615	238	39	61,375	1,574
Federal Deposit Insurance Corp	81	1.0	72,900	900	68	180,426	2,653
Office of Personnel Management	509	7.6	193,955	381	29	80,650	2,781
Defense Contract Audit Agency	1,674	28.8	371,445	222	28	76,435	2,730
Government Printing Office	556	10.8	207,423	373	52	130,426	2,508
1,501 to 5,000							
Library of Congress	66	1.3	29,549	448	37	94,610	2,557
Office of Secretary of Defense	134	2.8	40,669	304	0	0	0
Small Business Administration	403	8.9	258,543	642	14	41,250	2,946
Education	351	8.0	267,300	762	19	67,450	3,550
Defense Investigative Service	174	4.2	79,945	459	3	400	133
Smithsonian Institution	378	9.2	280,637	742	19	53,300	2,805
Agency for Intern'l Development	79	2.2	104,202	1319	0	0	0
National Archives & Records Adm	301	8.7	77,800	258	23	41,441	1,802
Nuclear Regulatory Commission	444	13.5	366,842	826	22	83,200	3,782
EEOC	121	3.9	78,170	646	8	29,850	3,731
National Labor Relations Board	68	2.9	68,614	1009	2	3,750	1,875
Defense Communications Agency	67	3.0	46,550	695	4	49,450	12,363
Securities & Exchange Commission	106	5.1	32,466	306	1	2,100	2,100
Federal Communications Com	39	2.1	14,378	369	7	9,350	1,336
Railroad Retirement Board	39	2.3	28,766	738	13	24,569	1,890
Total Agencies Under 1,500	1,843	9.6	1,551,195	842	108	556,728	5,155
Government-wide	**172,424**	**8.6**	**$67,743,033**	**$393**	**9,886**	**$18,358,936**	**$1,911**

Department or Agency by Population	Total Number of Awards	Rate per 100 Empls. Empls.	Total Amount of Awards	Average Award	First-Year Measurable Benefits	Benefit/ Award Ratio
Over 100,000						
Army	24,806	7.5	$18,072,511	$729	$126,462,589	7 : 1
Navy	19,514	6.4	12,876,697	660	119,379,347	9 : 1
Air Force	6,068	2.8	942,169	155	1,245,129	1 : 1
Veterans Affairs	16,632	9.3	5,336,393	321	16,056,228	3 : 1
Treasury	44,815	26.5	11,924,323	266	13,467,075	1 : 1
Health & Human Services	8,156	7.1	3,743,070	459	57,969,531	15 : 1
50,001 to 100,000						
Agriculture	18,908	20.1	7,775,764	411	25,137,576	3 : 1
Interior	5,356	6.5	3,076,466	574	15,284,489	5 : 1
Justice	5,499	7.7	2,892,896	526	0	0 : 1
Transportation	3,344	5.3	2,040,952	610	115,381,790	57 : 1
National Guard Bureau	172	0.3	106,626	620	0	0 : 1
Defense Logistics Agency	4,361	8.5	1,024,999	235	31,862,765	31 : 1
20,001 to 50,000						
Commerce	3,934	15.3	1,204,149	306	4,919,809	4 : 1
State	418	1.7	367,501	879	59,137,772	161 : 1
NASA	2,633	12.3	1,721,983	654	0	0 : 1
General Services Admin	2,465	12.3	1,292,128	524	9,810,245	8 : 1
10,001 to 20,000						
Labor	2,366	12.9	3,121,588	1319	26,520,650	8 : 1
Environmental Protection Agency	1,736	11.1	1,187,598	684	3,040,200	3 : 1
Energy	1,454	9.7	892,716	614	14,049,586	16 : 1
Housing & Urban Development	528	4.4	333,308	631	323,581	1 : 1
5,001 to 10,000						
U.S. Information Agency	274	3.1	174,429	637	56,000	0 : 1
Defense Mapping Agency	247	2.8	136,978	555	191,686	1 : 1
Panama Canal	454	5.3	159,990	352	134,791	1 : 1
Federal Deposit Insurance Corp	149	1.8	253,326	1700	2,846,601	11 : 1
Office of Personnel Management	538	8.0	274,605	510	94,228	0 : 1
Defense Contract Audit Agency	1,702	29.3	447,880	263	0	0 : 1
Government Printing Office	608	11.8	337,849	556	38,423,566	114 : 1
1,501 to 5,000						
Library of Congress	103	2.1	124,159	1205	0	0 : 1
Office of Secretary of Defense	134	2.8	40,669	304	0	0 : 1
Small Business Administration	417	9.2	299,793	719	107,197,267	358 : 1
Education	370	8.4	334,750	905	0	0 : 1
Defense Investigative Service	177	4.3	80,345	454	3,154	0 : 1
Smithsonian Institution	397	9.7	333,937	841	0	0 : 1
Agency for Intern'l Development	79	2.2	104,202	1319	0	0 : 1
National Archives & Records Adm	324	9.4	119,241	368	234,947	2 : 1
Nuclear Regulatory Commission	466	14.2	450,042	966	0	0 : 1
EEOC	129	4.2	108,020	837	0	0 : 1
National Labor Relations Board	70	3.0	72,364	1034	0	0 : 1
Defense Communications Agency	71	3.2	96,000	1352	6,200,000	65 : 1
Securities & Exchange Commission	107	5.1	34,566	323	40,000	1 : 1
FCC	46	2.5	23,728	516	134,945	6 : 1
Railroad Retirement Board	52	3.1	53,335	1026	1,690,939	32 : 1
Total Agencies Under 1,500	1,951	10.1	2,107,923	1080	1,697,384	1 : 1
Government-wide	**182,030**	**9.1**	**$86,101,968**	**$473**	**$798,993,870**	**9 : 1**

Quality Step Increases

A pay increase granted to a general schedule employee in recognition of high-level performance as evidenced by the employee's most recent performance appraisal.

Department or Agency by Population	Number Granted	Rate Per 100 Employees	Estimated First-Year Cost	Average First-Year Cost
Over 100,000				
Army	6,683	2.8	$2,201,012	$329
Navy	5,106	3.0	1,675,503	328
Air Force	1,605	1.2	514,867	321
Veterans Affairs	2,810	2.1	869,830	310
Treasury	1,580	1.0	700,239	443
Health & Human Services	5,832	5.7	2,258,018	387
50,000 to 100,000				
Agriculture	1,235	1.5	416,337	337
Interior	1,148	1.8	448,801	391
Justice	2,895	4.6	1,222,630	422
Transportation	869	1.7	420,487	484
National Guard Bureau	733	3.7	233,620	319
Defense Logistics Agency	1,284	3.2	451,458	352
20,000 to 50,000				
Commerce	728	3.5	308,066	423
State	749	3.2	271,124	362
NASA	890	5.2	469,352	527
General Services Admin	22	0.2	8,635	393
10,000 to 20,000				
Labor	1,316	8.4	498,141	379
Environmental Protection Agency	595	4.6	277,476	466
Energy	179	1.7	81,065	453
Housing & Urban Development	823	7.9	356,745	433
5,000 to 10,000				
U.S. Information Agency	116	1.5	55,737	480
Defense Mapping Agency	243	3.6	86,398	356
Panama Canal	8	0.3	5,371	671
Federal Deposit Insurance Corp.	133	1.6	71,777	540
Office of Personnel Management	54	0.9	20,894	387
Defense Contract Audit Agency	23	0.5	7,182	312
Government Printing Office	52	1.0	20,741	399
1,500 to 5,000				
Library of Congress	161	3.4	72,327	449
Office of Secretary of Defense	316	11.3	118,192	374
Small Business Administration	169	4.4	63,401	375
Education	194	5.8	90,280	465
Defense Investigative Service	112	2.9	38,690	345
Smithsonian Institution	100	3.5	40,231	402
Agency for Intern'l Development	347	10.5	282,419	814
National Archives & Records Adm.	7	0.2	2,880	411
Nuclear Regulatory Commission	313	9.5	203,462	650
Equal Employment Opp. Com.	92	3.5	38,403	417
National Labor Relations Board	43	2.2	22,542	524
Defense Communications Agency	36	2.0	13,720	381
Securities & Exchange Commission	141	9.0	66,069	469
Federal Commun. Commission	64	4.2	31,890	498
Railroad Retirement Board	41	2.7	14,226	347
Total Agencies Under 1,500	772	5.0	331,172	429
Government-wide	**40,619**	**2.7**	**$15,381,398**	**$379**

Military Cash Awards Program

The military cash awards program was established in 1965 to provide for awards to members of the armed forces for their suggestions, inventions, and scientific achievements.

The Secretary of Defense and the Secretary of Transportation, with respect to the Coast Guard when it is not operating as a service of the Navy, may pay a cash award to a member of the armed forces for a suggestion, invention or scientific achievement that contributes to the efficiency, economy, or other improvement of Government operations.

Following are the FY 1988 results of the military awards program.

Military Statistics

Suggestions

Service	Number Submitted	Number Adopted	Measurable Benefits	Amount Paid in Awards
Air Force	30,530	7,818	$ 142,526,832	$ 1,774,344
Army	5,656	900	27,633,830	349,440
Navy	2,942	803	22,334,825	411,205
OSD and Other Defense	44	11	20,494	758
Coast Guard	340	59	1,266,634	59,339
Total	**39,512**	**9,591**	**$ 193,782,615**	**$ 2,595,086**

Inventions and Scientific Achievements

Category	Number of Awards	Measurable Benefits	Amount of Awards
Inventions	52	$ 153,240	$ 13,591
Scientific Achievements	32	$ 0	$ 13,525

* The 32 Awards for Scientific Achievements of Military Personnel were based on intangible benefits to the Government.

Distribution of Cash Recognition

	Work Force		Special Act or Service			
Pay Plan	Group % Work Force	Within GS Population	Number Granted	Percent of Awards to GS	Group Special Acts	Percent of Employees Recognized
GS 1-6	28.8	39.0	70,055	49.4	40.6	12.2
GS 7-12	39.3	53.3	61,238	43.2	35.5	7.8
GS 13-15	5.4	7.3	10,367	7.3	6.0	9.7
GS 16 and Above	.3	.4	82	.1	.1	1.4
Total GS	73.8	100.0	141,742	100.0	82.2	9.6
PMRS	6.8		12,534		7.3	9.2
Wage Grade	19.4		18,148		10.5	4.7
Total All Pay Plans	100.0		172,424		100.0	9.1

	Quality Step Increase			Performance Awards			
Pay Plan Schedule	Number Granted	Percent of QSI's	Percent of Employees Recognized	Number Granted	Percent of PAs to GS	Percent of all PAs	Percent of Employees Recognized
GS 1-6	11,872	29.2	2.1	108,738	34.7	22.9	19.0
GS 7-12	23,702	58.4	3.0	179,942	57.5	37.9	23.0
GS 13-15	4,916	12.1	4.6	24,015	7.7	5.0	22.5
GS 16 & Above	129	.3	2.7	313	.1	.1	5.3
Total GS	40,619	100.0	2.7	313,008	100.0	65.9	21.2
PMRS				83,555		17.6	61.5
Wage Grade				78,559		16.5	20.3
Total All Pay Plans				475,122		100.0	23.8

Achievements is published annually by the Office of Personnel Management. It provides current information on the outstanding contributions being made by Federal employees.

Graphic Design Larry Harrington

Data presented in this publication are based on reports provided by Federal awards personnel worldwide. Photographs have been provided courtesy of the Departments of the Army, Navy, Air Force, Housing and Urban Development, and NASA.

Further information on the Federal Incentive Awards Program may be obtained from the Incentive Awards Division
Office of Personnel Management
1900 E Street, N.W., Washington, D.C. 20415, (202) 632-8950.